

**Directions:** Please complete shaded areas below.

**Department Name:** Finance, Tax Collector  
**Project Name:** Tax Collection System Replacement  
**Project Amount:** \$2,000,000  
**Preparer Name & Contact Information:** B. John D'Auria

## Section B (Complete Only If Asking for Revenue from GF Capital or IT Administrative Fee)

### Improves Customer Service

Describe how the other customer departments will be better served by implementing this initiative.

*As the prime source of County's General Fund revenue, as well as other special revenues including over \$60m annually in Convention & Tourism tax revenue and over \$70m in Occupational License revenue, the Tax Collector plays a crucial role by collecting and distributing this revenue that funds County departments and initiatives. Beyond this, it should be noted that we are the number one collection source for the school board, other municipalities, special taxing districts, Solid Waste and various state agencies. By improving the revenue flow, the various departments served by the general fund, municipalities, school board, tax authorities and state agencies can receive more timely distributions. The better we manage collections and cash flow, the quicker distributions can be made. With collections totaling \$2.8 billion dollars, efficient transaction processing is paramount to all the above mentioned.*

### Impacts Citizens

Describe how this initiative will simplify or enhance doing business with the County. Also state how this will enhance public perception

*This initiative will better serve our citizens in a number of ways.*

*A new and up to date tax system will ensure the accurate and timely distribution of General Fund revenue. Our present system is very inefficient and expensive to maintain. It runs on a platform that will soon become obsolete. The State of Florida mandates that the Tax Collector process refunds within certain time frames. We are having difficulty complying with the mandate because of required research time. Clerks often need to research through multiple outdated systems including microfilm, microfiche, CDs and paper documents, systems that have no cross-referencing. A new fully-integrated system with image capture capability would significantly reduce research time by providing one comprehensive source of historical information. Another example pertains to tracking escrow accounts. At this time, escrow accounts are being managed with manual journal entries, resulting in slow processing and loss of potential interest revenue. A comprehensive system would include automated escrow account tracking.*

### Improves Business Processes

State how this project will lower costs, speed up key business processes, and/or improve decision making ability. Also indicate if the initiative will improve employee morale, communication, and/or education.

*A number of functions that are currently being handled manually, for example research, can be performed with minimal employee assistance once a new system is in place, thereby saving employee time and resources while improving customer response time. The efficiency of research processes will be improved considerably by a central database that captures images of all documents held by the division. This will also reduce the level of stress experienced by employees because work backlogs will be minimized by new time efficient research tools. Another example of a business process that will improve is the customer refunds*

process which presently takes over thirty days. We believe that with an efficient new system with automated streamlined processes and research capabilities, the refunds backlog can be reduced to between three and five days.

#### **Strategic Alignment to the County's Goals**

Describe how this IT Investment lines up with the realization of the County's goals and objectives.

*Department-related Strategic Plan Goal ES8 states "to ensure the financial viability of the County through sound financial management practices." The new tax system will support this goal in terms of Strategic Plan Priority Outcome ES8-5 "Effective County Tax Collection and property appraisal process". A modern up to date tax system is as essential for the efficient operation of the Property Appraiser as it is for the Tax Collector's Office.*

#### **Departmental Participation**

State if this project crosses departmental boundaries. Indicate how many other departments will participate in the initiative. Please specify which departments and funding commitments if any.

*The system itself will be utilized not only by the Tax Collectors Office, but also as a research and information database tool by Property Appraiser, Team Metro 311 Center and County wide Municipal Authorities. It will also afford improved compatibility and integration with other departments. By working with the Geographic Information System (GIS), we will be able to generate efficient routing schedules for field enforcement officers. Also, we will more efficiently conduct collection campaigns for targeted areas of the County. By working with the Property Appraiser, we will take full advantage of the improved system functionality that up-to-date systems provide. By integrating with FAMIS, we will improve internal processing efficiencies.*

#### **Risks**

Indicate any risks involved to include procurement delays, personnel delays, and environmental delays to include change of technology, vendors, etc.

*There may be some issues regarding system customization. Miami-Dade County tax collection differs from that of other counties in two ways: volume of data and unique county ordinances. The system customization resulting from special County requirements may increase application costs and may also take more programming time as a result. We will carefully manage the process by standardizing functionality wherever possible.*

#### **Use of an Enterprise Infrastructure**

Will this solution utilize an enterprise infrastructure already in place (yes or no)? Please explain.

*Yes. The new system will utilize the County's enterprise internet site management system (Interwoven's Teamsite), and the online payment engine. It will also utilize the GIS, as explained above. Finally, the new system will communicate directly with our enterprise financial system, FAMIS.*

## Section C

### Financial Information

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ETSD Dependencies (See Budget Manual)	FY04-05	FY05-06
Infrastructure		\$25,000
Application Programmer		\$200,000
Database		\$75,000
Telecommunication		
Radio		
Etc.		

Department Specific Costs	FY04-05	FY05-06
Personnel		
Hardware		\$100,000
Software		\$1,600,000
Maintenance Fees		
Consultant Fees		
Etc.		